

FAC-P/PM – Information Technology (IT) Core-Plus Competency Model

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The FAC-P/PM-IT core-plus competency model identifies the minimum competencies required to specialize as a federally certified Program and Project Manager performing acquisition of Information Technology (IT) capital assets. The specialization is based upon the technical competencies identified in the 2210 Series [Competency Model for IT Program Management](#), and the shared competencies derived from OPM's [IT Program Manager Career Path Guide](#). This specialization differs from the 2210 series competency models in the following ways:

1. As a FAC-P/PM-IT core-plus specialization, this model focuses on those competencies that either are not included in the core FAC-P/PM standard, or require modification to accommodate unique aspects of IT programs and projects. The model places the competencies in these two categories in the tables that follow.
2. The 2210 series competency model is job series and grade specific. FAC-P/PM-IT core-plus certification may be obtained regardless of job series. OPM's [IT Program Manager Career Path Guide](#) and FAC-P/PM-IT recognize that duties and responsibilities often vary due to a Project or Program Manager's position, establishing a proficiency standard without direct correlation to a specific job series or pay grade.
3. The 2210 series competency model identifies specific, technical competency requirements for Project and Program Managers without specifying a performance level of achievement. At a minimum, the FAC-P/PM-IT core-plus competency model integrates both sets of competencies to be achieved at the Mid-level (intermediate) of performance, commensurate with the requirement to attain core FAC-PPM Mid-level certification as a requirement for the FAC-PPM-IT core-plus certification.

The IT core-plus competencies will be periodically reviewed in conjunction with the core competencies established for FAC-P/PM certification and will incorporate future guidance issued by the Federal Chief Information Officer, OMB, OFPP, CAOC, CIOC, and the PPM-FAB. Agencies may establish additional criteria to accommodate specific agency needs or the requirements of a specific position or assignment. In order to support the transportability expectations of both FAC-P/PM and the [25 Point Implementation Plan to Reform Federal Information Technology Management](#), agencies should establish programs and procedures for FAC-PPM-IT certified personnel transitioning into their organization to satisfy these special requirements.

Competencies not included in the core FAC-P/PM Standard: To obtain the FAC-PPM- IT core-plus specialization, Project and Program Managers must demonstrate the following additional competencies at the mid-level of proficiency. At this level, the individual is capable of handling most day-to-day assignments involving this competency, but may seek expert assistance in difficult or new situations. Mid-level performance outcomes are typically achieved through demonstrated analysis and operational application of the principles, concepts and methodologies relevant to that competency area.

Competency	Performance Outcome
Accessibility	Select tools, equipment, and technologies used to assist individuals with disabilities to use computer equipment and software
Configuration Management	Determine the principles and methods for planning or managing the implementation, update, or integration of information systems components
Data Management *	Operationalize the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardization processes.
Enterprise Architecture	Comprehend the principles, concepts, and methods of enterprise architecture to align information technology (IT) strategy, plans, and systems with the mission, goals, structure, and processes of the organization.
Information Assurance	Apply methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity.
Information Management	Identify the need for and know where or how to gather information; organizes and maintains information residing on information management systems.
Information Resources Strategy and Planning *	Administer the principles, methods, and techniques of information technology (IT) assessment, planning, management, monitoring, and evaluation, such as IT baseline assessment, interagency functional analysis, contingency planning, and disaster recovery.
Information Systems Security Certification	Implement principles, methods, and tools for evaluating information systems security features against a set of specified security requirements. Includes developing certification and accreditation plans and procedures, documenting deficiencies, reporting corrective actions, and recommending changes to improve the security of information systems.
Information Systems/Network Security	Demonstrate methods; select tools and procedures, including development of information security plans, to prevent information systems vulnerabilities and provide or restore security of information systems and network services.
Information Technology Architecture	Employ architectural methodologies in the design and development of information systems, including the physical structure of a system's internal operations and interactions with other systems.
Information Technology Performance Assessment	Select the principles, methods, and tools (for example, surveys, system performance measures) to assess the effectiveness and practicality of information technology systems.
Information Technology Program Management *	Implement the principles, methods, and tools for the coordinated management of an IT program to include providing oversight of multiple IT projects, integrating dependent schedules and deliverables, and related activities (for example, benefits management, life cycle management, program governance).
Infrastructure Design	Comprehend the architecture and typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems, their components and associated protocols and standards, and how they operate and integrate with one another and with associated controlling software.

Operations Support	Establish procedures to ensure production or delivery of products and services, including tools and mechanisms for distributing new or enhanced software.
Technology Awareness *	Discover and implement new developments and applications of information technology (hardware, software, telecommunications), emerging technologies and their applications to business processes, and applications and implementation of information systems to meet organizational requirements.

Competencies included in the core FAC-P/PM Standard: In addition, some competencies that align to the core FAC-P/PM competency model require additional, IT-specific knowledge, skills, and abilities. The table below lists these additional IT- specific performance outcomes along with additional areas of focus to obtain the FAC-PPM-IT core-plus certification. The IT-specific outcomes were established based upon the tenets in the 25-Point Implementation Plan to Reform Federal Information Technology Management. As in the preceding competency table, these performance outcomes must be demonstrated at the Mid-level.

Competency	Performance Outcome	IT Specific Outcome
Acquisition Strategy*	Apply principles and methods for developing an integrated acquisition management plan that describes the business, technical, and support strategies, including the relationship between the acquisition phases, work efforts, and key program events (for example, decision points, contract awards, test activities).	Comprehend and apply principles of modular development to support IT development and delivery
Business Process Reengineering	Implement methods, metrics, tools, and techniques of Business Process Reengineering	Distinguish between automation and Business Process Reengineering and identify/apply when each is the most appropriate/cost-effective IT solution
Capital Planning and Investment Assessment*	Demonstrate the principles and methods of capital investment analysis or business case analysis, including return on investment analysis.	Comprehend current federal IT-specific planning and guidance (e.g. Annual Guidance on Exhibit 300, Federal CIO's IT Reform Plan)
Change Management*	Employ change management principles strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization.	Develop both systematic/design and workforce change management strategies integrated with Business Process Reengineering efforts

Compliance	Access, evaluate, and monitor programs or projects for compliance with Federal laws, regulations, and guidance.	Correlate additional federal IT-specific guidance and requirements.
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Competency	Performance Outcome	IT Specific Outcome
Contracting / Procurement	Distinguish among the various types of contracts, techniques for contracting, and participate in contract negotiation and administration.	Apply principles of modular contracting to support system development; identify the best contract strategies to support project and key federal IT strategic goals (e.g. Cloud computing, Data Center Consolidation, IT as a service, etc.)
Cost-Benefit Analysis*	Apply the principles and methods of cost-benefit analysis, including the time value of money, present value concepts, and quantifying tangible and intangible benefits.	Ability to construct, quantify and strategic IT benefits to customers and management, along with the costs of inaction with regard to IT (e.g. Long-term costs of not upgrading, failure to maintain compatibility, etc...)
Financial Analysis	Comprehend the principles, methods, and techniques of financial analysis, forecasting, and modeling to interpret quantitative and qualitative data; includes data modeling, earned value management, and evaluating key financial indicators, trends, and historical data.	Apply Earned Value Management principles to modular development efforts.
Financial Management*	Prepare, justify, and administer the budget for program areas; plan, administer, and monitor expenditures to ensure cost-effective support of programs and policies; assess the financial condition of an organization.	Implement a budget to support modular IT development; ability to forecast impacts of budgetary decisions on modular development delivery.

Competency	Performance Outcome	IT Specific Outcome
Product Evaluation	Distinguish methods for researching and analyzing external products to determine their potential for meeting organizational standards and business needs.	Identify and analyze COTS technology solutions and evaluate associated business process reengineering efforts to adapt the organization to COTS solutions.
Project Management*	Operationalize the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.	Apply modular development Project Management principles to support rapid delivery schedules; integrate IT projects with larger IT Architecture initiatives.
Quality Assurance	Comprehend the principles, methods, and tools of quality assurance and quality control used to ensure a product fulfills functional requirements and standards.	Integrate quality assurance practices into the modular development cycle.
Requirements Analysis*	Identify, analyze, specify, design, and manage functional and infrastructure requirements; includes translating functional requirements into technical requirements used for logical design or presenting alternative technologies or approaches.	Correlate requirements to support prioritization, modular development, identification of COTS solutions, and timely delivery schedules.
Risk Management*	Demonstrate methods and tools used for risk assessment and mitigation, including assessment of failures and their consequences.	Manage the risks associated with modular development practices and Enterprise Architecture effect on Program and Project risk.
Stakeholder Management*	Identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort; including those actively involved, those who exert influence over the process and its results, and those who have a vested interest in the outcome (positive or negative).	Translate IT Enterprise, Program, and Project initiatives in business terms for stakeholders.
Systems Engineering	Integrate multiple technical disciplines as part of a structured development process throughout a system's life cycle.	Incorporate systems engineering practices into a modular development framework

Systems Life Cycle*	Illustrate systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems.	Formulate plans to support a systems life cycle using modular development techniques.
Systems Testing and Evaluation	Apply principles, methods, and tools for analyzing and developing systems testing and evaluation procedures of the technical characteristics of IT systems, including identifying critical operational issues.	Incorporate testing and evaluation into modular system development efforts.

* Competencies derived from the IT Program Manager Career Path Guide. Agencies should capitalize on the recommended development opportunities listed in this Guide to develop experienced Project and Program Managers in these proficiency areas.